

# 2017 AT A GLANCE YEAR IN REVIEW

The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services.

MONTGOMERY COUNTY, MARYLAND

## Department of Correction and Rehabilitation

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*We at the DOCR are committed to developing a robust combination of programs serving the specific needs of the offender population, with the goals of safely and effectively returning them to our community, as top priorities. Our continued success would not be possible without our dedicated team and supportive community leaders and advocates.* ”

—ROBERT GREEN, Director



# ACCOMPLISHMENTS

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*As I close out my 12 years as County Executive, I am proud of the incredible work the Montgomery County Department of Correction and Rehabilitation has done, and continues to do, on a daily basis. Due to its progressive and comprehensive programs focused on education, skills-development, and enrichment initiatives, the department is truly a national leader in the fight against recidivism and greatly supports my mandate to provide safe streets and secure neighborhoods.”*

—ISIAH LEGGETT,  
Montgomery County  
Executive

- **Completed internal design** and buildout of the DOCR Jail Management System, in collaboration with DTS; a major IT development, designed in a 12-month period.
- **Purchased the TeleStaff system** for electronic schedule management and personnel deployment. The system will provide data to improve efficiencies, resulting in overtime savings.
- Purchased and began implementation of an **Electronic Health Records system**, to increase reimbursements and provide easier transition for inmates into the community health care system upon their release.
- **Finalized all financial audit requirements** with the MCG Internal Auditor. DOCR now audits inmate and resident escrow accounts every three years.
- **Completed Department accreditation processes** with 100% compliance in all Divisions of Operation; Maintained American Correctional Association accreditation and received outstanding results from the Maryland Commission on Correctional Standards audit.
- **Departmental Reorganization —** Established a Community Corrections Division comprised of Pre-Trial Services and Pre-Release and Re-Entry Services. This Division efficiently prepares offenders to re-enter society and lead more productive lives. Created a Management Services Division that is comprised of Human Resources, Background Investigations and Training, Budget, Procurement, Employee Health, Welfare and Safety, Fiscal Management, Information Technology and special projects.
- Completed the **move of the Pre-Trial Services** to a County-owned building, eliminating \$825,000 in yearly facility expense and providing for better safety and security for employees, program participants and visitors.
- Began a dedicated long-term departmental leadership and organizational development strategy known as **Appreciative Inquiry**. The department has completed over 2,000 hours of training.
- **Completed the PEW —** Results First Programmatic Treatment and Program Inventory, a robust 12-month process to evaluate all DOCR programming against a national database of comprehensive programming. Phase II will identify strategies based on data to guide the county's investment in future programming focused on recidivism reduction and desistance from criminogenic behavior.
- **Received Homeland Security grant** funding (\$225,000) for a Full Body Scanner to enhance institutional safety and security, by controlling contraband introduction into the DOCR secure facilities.
- **Secured funding for a Master Lease Plan** to upgrade 83 security cameras and essential security infrastructure to increase server capacity at the Montgomery County Correctional Facility.
- **Earned National Association of Counties Awards** for: “A comprehensive Stress Management Program for Correctional Employees” and “Development of a Departmental Intranet “Site” and a web board.
- **Intranet and Web Board.** Both applications were developed to increase the internal communication. The Intranet provides the DOCR staff friendly one-stop shopping to obtain frequently asked for information relevant to staff needs, roles and/or responsibilities and critical and reliable operational data.
- Created **Data Dashboard** that provides quick links and views of the Department's Data Analysis on Community Corrections, Detention Services, Management Services, Procurement/Contract and Budget Data as well as pertinent County Public Safety Data.

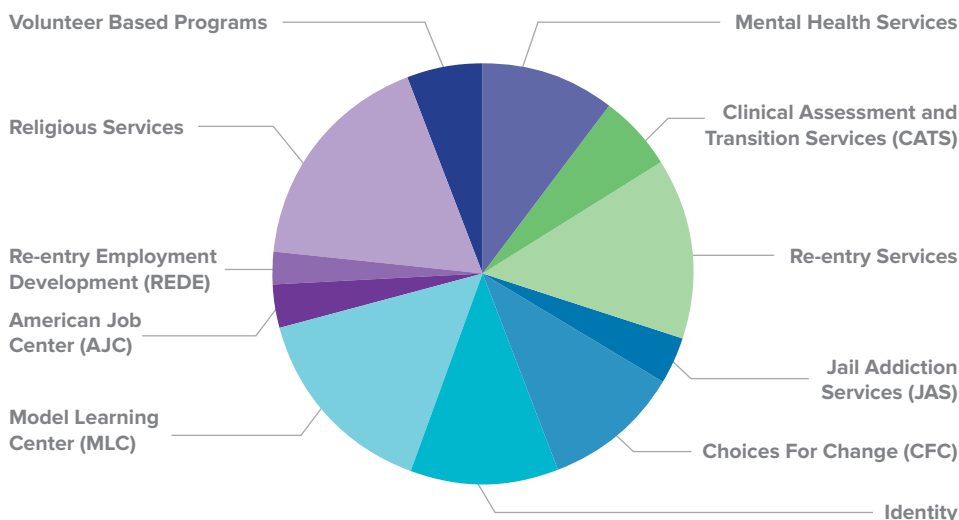
# IMPACT

## BUDGET OVERVIEW

The total approved FY18 Operating Budget for the Department of Correction and Rehabilitation is \$66,716,261, a decrease of \$60,802 or 0.09 percent from the FY17 Approved Budget of \$66,777,063. Personnel Costs compromise 90.21 percent of the budget for 538 full-time position(s) and no part-time position(s), and a total of 537.82 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect the workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.79 percent of the FY18 budget.

## DETENTION SERVICE PROGRAMS AND SERVICES FOR INMATES

AT THE DETENTION CENTER



## PRE-TRIAL SERVICES

- Pre-Trial Supervision program
- Diversion programs
- Community Service
- Case Management Services
- Behavioral Health Services

## PRE-RELEASE AND RE-ENTRY SERVICES

- Residential based programming
- Case Management Services
- Employment and Employment Assistance
- Education Services
- Mentoring Services
- Cognitive Behavioral Programming
- Support Groups
- Community Substance abuse treatment
- Targeted Workshops/Programs- Parenting, Meditation, Conflict Resolution, Wellness, Keys to Successful Transition

## PROGRAM SUMMARY

PROGRAM NAME	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Management Services Division	3,360,894	24.00	3,639,940	25.00
Director's Office	712,232	4.00	977,941	7.00
Pre-Release and Re-entry Services	6,721,191	59.18	6,569,420	57.18
Pre-Trial Services	4,117,435	39.00	4,531,201	39.00
Detention Services	51,865,311	411.64	50,997,759	409.64
<b>TOTAL:</b>	<b>66,777,063</b>	<b>537.82</b>	<b>66,716,261</b>	<b>537.82</b>

# KEY INITIATIVES AHEAD



Innovation and process change are driving forces within DOCR. Upcoming focus areas include:

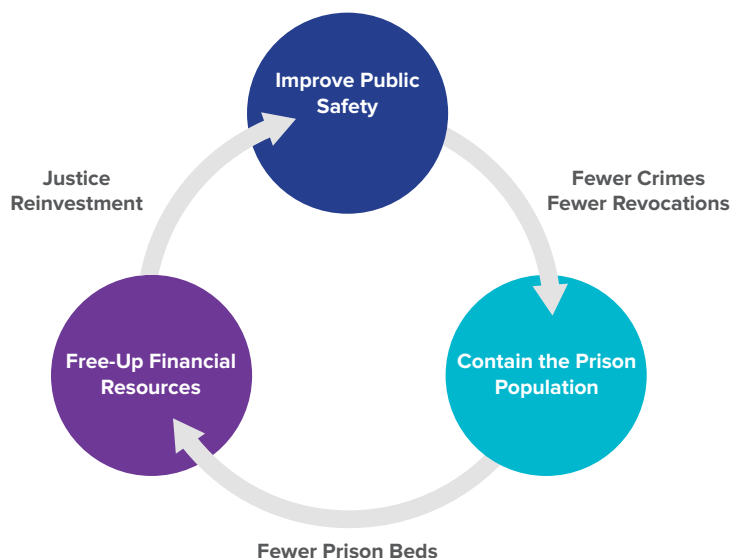
- Enhancing the Field Training Officer program
- Increasing engagement strategies for mentally ill/behaviorally challenged/gang involved inmates
- Establishing program tracks for basic drug education, life skills, cognitive therapy, drug court, mental health court, vocational training, and more
- Evaluating ACS/IPSA fee structure and reviewing opportunities to expand the list of eligible charges for diversion programs

The Appreciative Inquiry (AI) training and implementation as an organizational approach is underway within the DOCR at all levels. This concept assists department staff in achieving greater success. The AI methodology builds upon DOCR's strength—by providing skills and confidence to develop a framework for planning and implementing change and developing energy for that change. DOCR will enhance employee satisfaction, business goals, and offender engagement with this team-based approach.

## MAJOR CHANGES IN THE CRIMINAL JUSTICE SYSTEM

### JUSTICE REINVESTMENT ACT

The Maryland Justice Reinvestment Act seeks to reduce Maryland's prison/jail population and use the savings to provide more effective treatment to offenders, before, during, and after incarceration. It is intended to reduce the likelihood of reoffending, and benefit victims and families.



## COLLABORATIONS AND PARTNERSHIPS

The successful work of DOCR requires a strong collaborative approach with other public safety agencies, organizations across the spectrum of human service fields and other key areas of evidence based practice such as workforce development and education. Public Safety Agencies - Police, Sheriff, Courts, States Attorney's Office, Public Defender's Office; Health and Human Services; Workforce Development and Education — Montgomery College, Montgomery County Public Schools, WorkSource Montgomery, Montgomery County's Economic Development community, Restaurant Association of Maryland Education Foundation, Government and Community — Department of General Services, Montgomery County Public Libraries, Department of Technology Services and special thanks to the many other public agencies, community partners and volunteers who contribute their resources to support the DOCR.